

RVAMC RELAY

Roseburg VA Medical Center

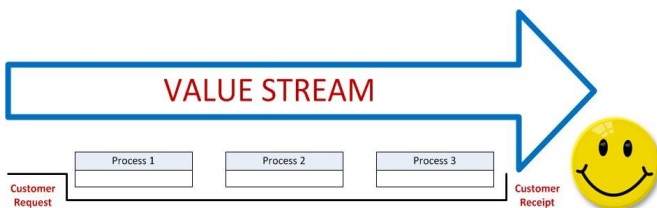
QUEST



How do we measure value? Well, it depends on what you are trying to measure. In Lean terms, **value** is what the customer thinks is:

1. *The right product or service;*
2. *At the right price;*
3. *At the right time*

A **value stream** is a set of actions that brings a product or service from conception to realization.



The **flow** of values moves seamlessly through the value stream, by continuously and relentlessly improving the value, value stream, and flow in all operations.

Value Stream Analysis happens when Lean principles are used to examine a particular process and to analyze and increase the understanding of the

efforts for the sake of improving such efforts. Put in another way, it separates activities that create value from those that create waste. This helps to identify opportunities for improvement.

Value Stream Mapping is a tool that is used to depict or illustrate the value stream analysis. Or in other words, you paint a picture of the value stream analysis by using charts or tables.

Title:	Build Instruction:	Facility SR:	Start Date:	A3
1. Reasons for Action: What is Problem Statement? What is the problem you are trying to solve? Problem statement must be clear, concise, measurable and must all show steps to the root cause of the problem. Problem statement must include "Compare" for the target.	4. Gap Analysis: Why does the problem or need exist? What are the top contribution root causes to the gap between box 2 - 3 and 4?	7. Implementation / Completion Plans: What was the implementation plan? Why does it work?		
2. Current State: Where do things stand now? Facts, data, or metrics to indicate the problem.	5. Countermeasures / Solution Approach: Countermeasures: what do you propose to close the gap for these key processes?	8. Confirmed State: How was the actual result?		
3. Target State: Target State Attributes (one word descriptions) OR Target State Sketch (Free-style/hand-drawn)	6. Rapid Experiments: What did outcomes as needed?	9. Insights: What was the insight or lessons learned?		

By using these tools, you can confidently create the plan to help you make big changes.

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8. Confirmed State

Aim: Improve employee engagement and perception of “Best Place To Work” by XX% by 9/30/2017.

Metric	Baseline	Target	30 days Jan17	60 days Feb17	90 days Mar17
All services have and utilize Huddle Boards	25.0%	100%	68.0%	72.0%	
Increase employees with basic Lean training within 6 months of hire	34.4%	100%	43.7%	44.8%	
Increase Supervisors trained in Yellow Belt within 6 months of hire/position	29.9%	100%	36.4%	41.1%	
Increase % of supervisors who spend 1 hour/week average at the GEMBA	75.7%	90%	Not Available		
Improve employee engagement and perception of Best Place to Work (Survey)	TBD	TBD	Not Available		
Improve AES Employee Engagement (<i>lagging – annual metric</i>)	34.0%	TBD	34.0%	34.0%	34.0%
Veteran Perception:					
Primary Care Q6: Urgent Appointment as soon as needed	25.1%	TBD			
Primary Care Q9: Routine Appointment as soon as needed	48.3%	TBD			
Specialty Care Q6: Urgent Appointment as soon as needed	32.2%	TBD			
Specialty Care Q8: Routine Appointment as soon as needed	42.9%	TBD			
Color Key: Below baseline Above baseline Met Target					

Report Date: 1/9/2017

Title of Project: TPOC 2017

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9. Insights

What worked well?	What didn't work well?	Lessons Learned
<ul style="list-style-type: none"> • Collaboration • Open minded discussion • Change the paradigm • Lots of creative ideas • Good group - focused • Mutual respect • Veteran Perspective • Good teamwork • Good communication • Networking • Process went well • Small group work • Opportunity to share • Intent was met • Feel empowered • Learned new perspectives 	<ul style="list-style-type: none"> • Better prep work • Review last year's TPOC • Celebrate accomplishments • Gemba • Group was too large • Not enough time to finish • Purpose not clear • Personal agendas • Leadership not engaged • Side conversations • Participation (left after break) • Lost in the weeds • Cold room • Cell phones • Cross talk • Audiovisual equipment 	<ul style="list-style-type: none"> • All should be included – clinical and support • How the process should work • Gemba/TPOC • Analyze, think of solution, teamwork • Have the right people in the room • Everyone has vastly different ideas to move in the right direction • I am not alone with my goals and concerns • What is included in Employee Engagement • Communication across services • Current state of the facility • Good diversity brings ideas • Lots of work ahead

VETERANS HEALTH ADMINISTRATION
Report Date: 1/9/2017

Title of Project: TPOC 2017



Fallen Soldier Battle Cross Memorial

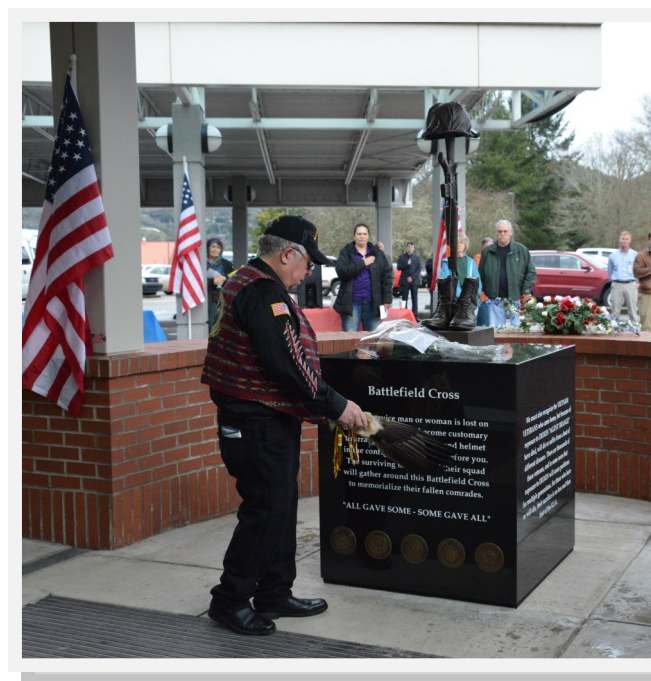
By Sandra Kidd

Approximately eight years ago, local Vietnam Veteran Jack Flowers was visiting family in California when his brother-in-law asked if he would like to attend a memorial dedication with him at his VFW chapter. Jack did attend and thought the memorial, a Fallen Soldier Battle Cross, was really nice and that we should have one in Roseburg. He didn't do anything with the idea until 2015, when he was being treated for Hepatitis C and the medication he was taking kept him up all night. This gave Jack plenty of time to think and the memorial came back to mind. He sat up for hours, mulling over ideas and eventually coming up with a plan.

The Vietnam Veterans of America (VVA) Chapter 805, which Jack is a member of, holds their board meetings on the second Monday of the month and Jack had his plan ready to present at the March 2015 meeting. The board loved the idea and it was brought up again at the next month's meeting. After debating about 20 different fundraising ideas, they settled on selling custom made calendars. Shortly after that, Jack had a meeting at The News Review, Roseburg's hometown newspaper, where he was introduced to Shannon Smith, who was able to get Jack in touch with a company that could put the calendar together and print it for them. Jack again returned to the VVA board with this information. He suggested that he would pay the upfront cost of \$4200 to have 5000 calendars printed, that way the VVA had no way to fail. The plan was that Jack would be paid back once the money was collected and the remainder would go towards the memorial.

The calendar ended up with 13 photos of the Umpqua region that were donated by Jack, The News Review, and other VVA members.

The News Review helped him put the calendar together and according to Jack, "It never would have happened without their assistance." The calendars were ordered on October 31, 2015 and were delivered to Jack on November 11, 2015, Veterans Day. The VVA immediately be-



Robert Van Norman, a Vietnam Veteran and member of the Cow Creek Band of Umpqua Tribe of Indians holds a sacred eagle wing as part of the dedication ceremony.

gan to sell the calendars to their friends and family and also set up tables in front of thirteen different local grocery stores and gas stations. The calendars sold for five dollars each and all but 1200 were sold, raising \$22,000, which was the amount they needed. The extra calendars were handed out for free to Veterans at the hospital.

Jack said this was a particularly hard time to sell calendars since it was just after the shooting at Umpqua Community College and the community had already raised over a million dollars to support the victims. Additionally, it was very close to

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Christmas, Toys for Tots, and the many other distractions that the holidays come with. Jack was very emotional when talking about the great support and generosity that our community has for the Veterans here. Not only did people buy calendars, but they also just donated money, to include a \$1000 check from Seven Feathers Casino Resort. Lithia Ford and



Jack Flowers, a Vietnam Veteran and member of the Vietnam Veterans of America Ch. 805, addresses the audience gathered for the dedication ceremony.

Dodge were kind enough to buy a calendar for each of their employees.

Once the money was raised, they got working on getting the monument made. The statue was made by Atlas Bronze Casting, in Kearns, Utah. It is a very high quality bronze, consist-

ing of 95% copper and 5% brass, and is made up of several different pieces, not a solid single cast. The boots and helmet were cast from a set of real boots and helmet that had actually been worn in Vietnam. Many Fallen Soldier Battle Cross statues do not use this method, instead using new boots. The granite pedestal that the statue sits on came from OM Stone in Hillsboro, OR, who also did all of the engraving. Quite by accident, it ended up that this piece of granite that was used for this monument came from the same quarry in Bangalore, Karnataka, India that the Vietnam Veterans Memorial in Washington, DC came from. They chose this particular black granite for its superior reflective quality. The base itself weighs in at 5800 pounds and was originally planned to go in the Roseburg National Cemetery.

After going through many committees from here to Washington DC, the plan was initially denied, due to a 2007 National Cemetery rule that no longer allowed depictions of weapons in any cemetery. "This broke my heart", Jack said, especially since all the money had been raised and work on the monument had already commenced. Not one to give up so easily, Jack decided to take the plan to the Roseburg VA Medical Center's Director, Douglas Paxton. Without skipping a beat, Mr. Paxton said, "It would be our honor" to have it on the VA campus, as our rules are different than that of the National Cemetery and the depiction of the M-16 in the statue would be allowed. Although this created extra unexpected work, Jack believes that the space chosen in front of the hospital could not have worked out better and was actually better than the cemetery would have been. This location is more visible and has a lot more foot traffic, so it will have a chance to be admired by many more people then

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had it gone into the cemetery. “It seems like that spot was just made for it”, Jack added, as there was already a brick alcove near the front entrance that was empty and the monument was a perfect fit. Since this area already had an overhang and lighting, the monument is lit up beautifully at night.

The monument was put into place on Thursday, March 2, 2017, and dedicated on March 4, 2017, in front of 250 guests. It means so much to Jack to be a part of bringing the monument to Roseburg. He knows that it will mean a lot, not only to the Vietnam Veterans that visit the Roseburg VA, but to everyone who sees it. Jack came from Poplar, CA, a small town of about 1200 people. Poplar sent Jack, his brother, and five other young men to Vietnam. They all returned home, but with varying degrees of injury. Getting the monument here was Jack’s way of “paying back the sacrifice of all who died in Vietnam”, a total of 58,479 Americans. Jack Flowers served honorably in the Army and served one tour in Vietnam.

A special thank you to Jack, and all of the members of the VVA Chapter 805, for all of the hard work, dedication, and determination they selflessly gave in order to bring such a meaningful monument to the Roseburg VA campus.



The Fallen Soldier Battle Cross Memorial in front of building 1, main hospital entrance

PDX Offers Free Parking for Disabled Veterans

Disabled US Veterans can park for free in the Portland airport Economy Lot for up to 14 consecutive days. To qualify, the disabled Veteran must present one of the following verifications upon exiting the lot:

1. A valid, state issued, Disabled Veterans license plate;
2. A valid Veteran Health Identification Card with the designation ‘service-connected’ on the Card identifying a service-connected disability
3. A Form DD214 showing release from duty due to a disability;
4. Military ID (DD Form 2765/1173) with

a “DAVPRM” or “DAVTMP” code on the form; or

5. Department of Veterans Affairs Benefits Summary Letter summarizing current benefits received from the VA for service-related disability.

The regular Economy Lot fee will apply to any days beyond the first 14 days.

The Veteran must exit the lot by using any

Transferring Skills to High School Students

By Beryl McClelland

On January 23, 2017, **Nedra Arrowood-Ingram**, Eli Baker, Brenna Peters and I were invited to Glide High School to present on job interview strategies for students in Mr. Chris Byrd's Future Farmers of America (FFA) class. I had been contacted by Mr. Byrd asking for assistance in providing professional interviewing guidance and career support to Glide's FFA students who will be competing in a regional FFA job interview competition in Days Creek this February.

Eli and I presented an overview of the rationale for professional cover letters and resumes, the importance of first impressions, being self-aware of non-verbal behavior, professional dress, and being well-prepared for a job interview. Examples of professional cover letters and resumes were passed out so students could actually see a finished product that would be presented to prospective employers. Professional portfolios were also discussed and shared with the students to demonstrate how important it is to document your accomplishments during your professional career journey.

Nedra and Brenna, both previous graduates of the CHAMPIONS and recent graduates of the 2016 LEAD program, developed a project proposal that would assist students learning these skills titled Community Education Mentorship

Alliance (CEMA).CEMA is specifically designed as a coach-mentor process for career development involving high school students. Medical Center Director, Douglas Paxton, approved the implementation of CEMA in November 2016 and now Glide High School and the classes taught by Mr. Byrd are taking full advantage of this program.

We took small groups of students and practiced interviewing each student using the VA Performance Based Interview (PBI) questions. Students received one on one coaching on interviewing, learned the importance of positive constructive feedback, and ways to improve their interviewing skills. Copies of the PBI questions were given to each student with the intent that the students continue to practice their interviewing skills.

All the students and Mr. Byrd were extremely pleased with the coaching sessions and a total of 28 students in two different classes benefitted from being a part of it. Not only did they receive personalized coaching, but they were able to see professional examples of resumes that they will soon be writing for their FFA requirements.

We have been asked to come back in the near future to do more interviewing skills demonstration and career coaching.

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Questions / Comments / Article Submission / Ideas / Etc.

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